

Customer Services, Europe Changing Marketplace

I. Restructuring the Market Segments for Growth

Paris

8 October 1992

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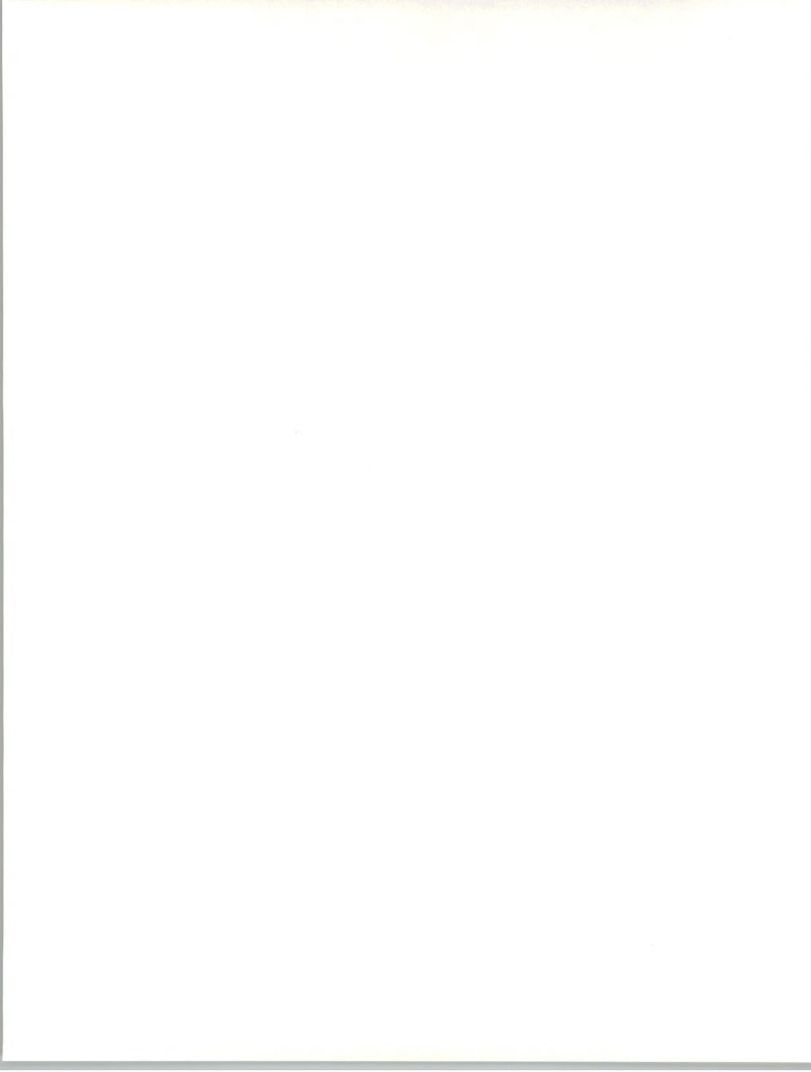
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Customer Services, Europe
Changing Marketplace

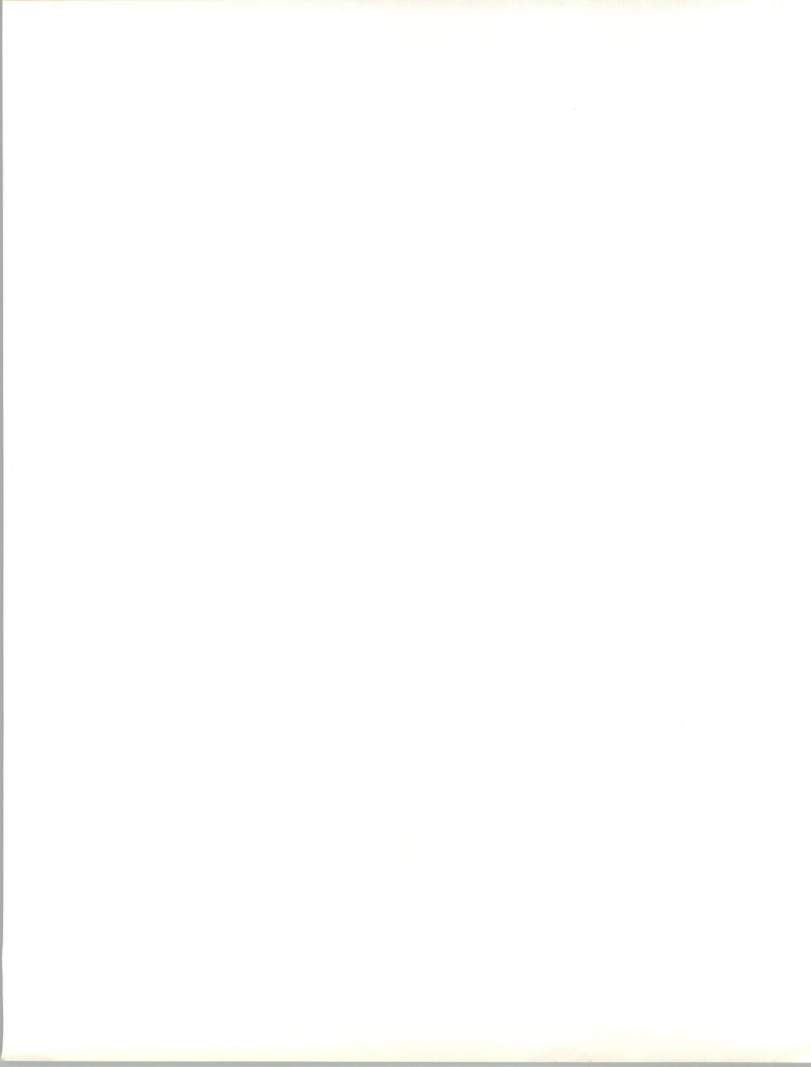
I. Restructuring the Market Segments
for Growth

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Restructuring for Growth

- Overall IT market Europe
- Customer services
 - The new perspective
- INPUT's 1992 findings
 - France
 - Europe

E-CS-130

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Notes



Overall IT Market

Europe

E-CS-131

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Notes



Restructuring for Growth

Key User Demands

- Effectiveness
- Cost reduction
- Value for money

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Notes



Restructuring for Growth

Improved Effectiveness from IT

- Business process re-engineering
- Simplification
- Speed of implementation
- Flexibility

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Restructuring for Growth

Seeking Cost Reduction for IT

- Downsizing
- Outsourcing
- 80% solutions

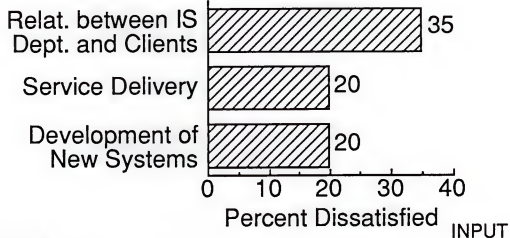
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Notes



Major Challenges for IS Departments



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Notes



European IT Market

Category	User Expenditure \$B		
	1992	CAGR (%)	1997
Systems	62	4	75
System Software	14	7	20
Equipment Services	24	3	28
All Other Services	72	11	123
Total	172	7	246

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Notes



Outsourcing Impact

Category	User Expenditure \$B		
	1992	CAGR (%)	1997
Outsourcing	7	20	17
All Other External Expenditure	165	7	228
Total	172	7	245

E-CS-137

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Notes

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in financial matters. The text outlines various methods for collecting and organizing data, including the use of spreadsheets and specialized software. It also mentions the need for regular audits to ensure the integrity of the information.

2. The second part of the document focuses on the legal aspects of record-keeping. It discusses the requirements for retaining records for different periods, depending on the nature of the information. The text also covers the importance of protecting sensitive data from unauthorized access and disclosure. It mentions the need for clear policies and procedures regarding the handling of confidential information.

3. The third part of the document addresses the challenges of managing large volumes of data. It discusses the importance of having a clear system for categorizing and indexing information to facilitate retrieval. The text also mentions the need for regular backups to prevent data loss in the event of a system failure. It also touches upon the importance of training staff on proper record-keeping practices.

4. The fourth part of the document discusses the role of technology in record-keeping. It mentions the use of cloud storage for secure and accessible data storage. It also discusses the importance of using secure communication channels for transmitting sensitive information. The text mentions the need for regular updates to software and hardware to ensure the system remains secure and efficient.

5. The fifth part of the document discusses the importance of having a clear policy for the disposal of records. It mentions the need to identify records that are no longer needed and to dispose of them in a secure and compliant manner. The text also mentions the importance of having a clear policy for the reuse of records, ensuring that they are not used for purposes other than those for which they were originally collected.

6. The sixth part of the document discusses the importance of having a clear policy for the sharing of records. It mentions the need to have a clear policy regarding the sharing of information with external parties, ensuring that all sharing is done in a secure and compliant manner. The text also mentions the importance of having a clear policy for the sharing of information within the organization, ensuring that all sharing is done in a secure and compliant manner.

7. The seventh part of the document discusses the importance of having a clear policy for the archiving of records. It mentions the need to have a clear policy regarding the archiving of information, ensuring that all archiving is done in a secure and compliant manner. The text also mentions the importance of having a clear policy for the archiving of information, ensuring that all archiving is done in a secure and compliant manner.

8. The eighth part of the document discusses the importance of having a clear policy for the destruction of records. It mentions the need to have a clear policy regarding the destruction of information, ensuring that all destruction is done in a secure and compliant manner. The text also mentions the importance of having a clear policy for the destruction of information, ensuring that all destruction is done in a secure and compliant manner.

9. The ninth part of the document discusses the importance of having a clear policy for the retention of records. It mentions the need to have a clear policy regarding the retention of information, ensuring that all retention is done in a secure and compliant manner. The text also mentions the importance of having a clear policy for the retention of information, ensuring that all retention is done in a secure and compliant manner.

10. The tenth part of the document discusses the importance of having a clear policy for the management of records. It mentions the need to have a clear policy regarding the management of information, ensuring that all management is done in a secure and compliant manner. The text also mentions the importance of having a clear policy for the management of information, ensuring that all management is done in a secure and compliant manner.

IT User Expenditure Europe Overview

Category	\$B 1992
Systems	62
Software and Services	110
In-House Staff	66
Facilities	42
Total	280

E-CS-138

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Notes



IT User Expenditure Europe—Historical Growth

Category	1981 (\$B)	CAGR (%)	1991 (\$B)
Systems	25	9	60
System SW	1	29	13
Equip. Servs.	6	14	23
All Other Servs.	8	23	65
Total	40	15	161

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Notes



Customer Services

The New Perspective

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Notes

the 1990s, the number of people in the UK who are aged 65 and over has increased by 1.5 million, and the number of people aged 75 and over has increased by 1 million (Office for National Statistics 2000).

There is a growing awareness of the need to address the needs of older people in the community. The Department of Health (1999) has published a strategy for older people, which sets out a vision for the future of older people's health and care. The strategy is based on the following principles:

- Older people should be able to live independently in their own homes for as long as possible.
- Older people should be able to access the services and support they need to live well.
- Older people should be able to participate in decisions about their care and support.
- Older people should be able to live in a safe and secure environment.

The strategy also sets out a number of key objectives for the future, including:

- To reduce the number of older people who are in care homes.
- To improve the quality of care in care homes.
- To increase the number of older people who are able to live independently in their own homes.
- To improve the health and well-being of older people.

The strategy is a key document for the future of older people's health and care in the UK. It sets out a vision for the future and provides a framework for the development of policies and services for older people.

The strategy is based on the following principles:

- Older people should be able to live independently in their own homes for as long as possible.
- Older people should be able to access the services and support they need to live well.
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- To reduce the number of older people who are in care homes.
- To improve the quality of care in care homes.
- To increase the number of older people who are able to live independently in their own homes.
- To improve the health and well-being of older people.

Restructuring for Growth

Hardware Products Market

- Product sales
- Customer services
- Spares, media and supplies

INPUT

E-CS-141

Notes

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in financial matters. The text outlines various methods for organizing and storing data, including digital databases and physical filing systems. It also mentions the need for regular audits and reviews to ensure the integrity of the information.

2. The second section focuses on the role of communication in achieving organizational goals. It highlights the importance of clear and concise communication, both internally and externally. The text provides examples of effective communication strategies, such as regular team meetings, open-door policies, and the use of various communication channels like email, phone, and face-to-face interactions. It also discusses the importance of listening and understanding the needs and concerns of all stakeholders.

3. The third part of the document addresses the challenges of managing a large and diverse workforce. It acknowledges that managing a large team can be a complex task, requiring a combination of leadership skills, organizational structure, and effective communication. The text offers several suggestions for overcoming these challenges, including delegating responsibilities, providing training and development opportunities, and fostering a positive work environment. It also mentions the importance of monitoring and evaluating the performance of the team to ensure that goals are being met.

4. The final section discusses the importance of innovation and creativity in driving organizational success. It argues that in a rapidly changing business environment, organizations must be able to think outside the box and come up with innovative solutions to new challenges. The text provides several examples of innovative practices, such as encouraging employees to share their ideas, creating a culture of experimentation, and investing in research and development. It also mentions the importance of staying up-to-date with the latest trends and technologies in the industry.

Restructuring for Growth

Customer Services—I

- Hardware maintenance
- System software support
- Professional services
- Education and training

E-CS-142

INPUT

Notes

the 1990s, the number of people with a mental health problem has increased by 50% (Mental Health Foundation 2000).

There is a growing awareness of the need to address the needs of people with mental health problems, and the importance of providing them with appropriate services. This has led to a number of initiatives, including the development of mental health services, the establishment of mental health trusts, and the implementation of mental health legislation.

The purpose of this paper is to review the current state of mental health services in the UK, and to discuss the challenges facing the sector. It will also consider the role of the mental health professional, and the importance of working in partnership with people with mental health problems.

The paper is organized as follows. It begins with a brief overview of the current state of mental health services in the UK. This is followed by a discussion of the challenges facing the sector, and the role of the mental health professional. The paper concludes with a discussion of the importance of working in partnership with people with mental health problems.

The current state of mental health services in the UK is characterized by a number of challenges. These include a growing demand for services, a shortage of mental health professionals, and a lack of funding. These challenges are discussed in more detail below.

The growing demand for mental health services is a result of a number of factors. These include an increase in the prevalence of mental health problems, a growing awareness of the need for mental health services, and a growing demand for services from the public.

The shortage of mental health professionals is a result of a number of factors. These include a shortage of people entering the profession, a shortage of people working in the sector, and a shortage of people working in certain areas of the sector.

The lack of funding is a result of a number of factors. These include a reduction in government spending, a reduction in funding from other sources, and a reduction in funding for mental health services.

The role of the mental health professional is to provide support and advice to people with mental health problems. This involves working in partnership with people with mental health problems, and providing them with the services they need.

Working in partnership with people with mental health problems is an important part of the role of the mental health professional. This involves working with people with mental health problems to develop a plan of care, and providing them with the services they need.

Restructuring for Growth

Customer Services—IIA

- Equipment services
 - Hardware maintenance
 - Environmental services
- Unique sectors

E-CS-143

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Notes



Restructuring for Growth

Customer Services—IIB

- System software support
- Education and training
- (Other) professional services
- Business continuity services
- Not unique

E-CS-144

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Notes



Restructuring for Growth

Presentation of Market Analyses

- Unique
- Non-unique
- All other services
- No software products

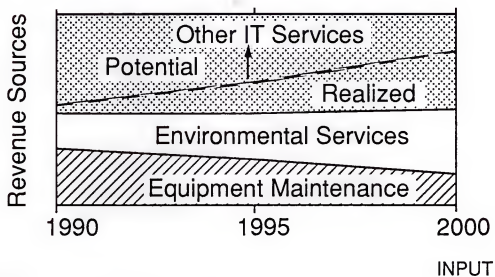
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Notes



IT Customer Services



E-CS-97

Notes

THE

PROGRESS OF

THE

ARTS

AND

MANUFACTURES

IN

THE

UNITED STATES

OF AMERICA

FROM

1790 TO 1860

BY

JOHN

W. FOSTER

OF THE

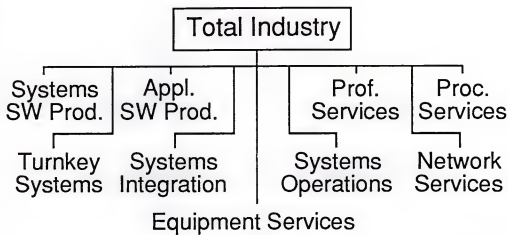
AMERICAN

ANTI-SLAVERY SOCIETY

NEW YORK

1860

Information Services Industry Structure



IS-2

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Notes



Hardware Maintenance

- Includes
 - Contract
 - Ad hoc
 - Warranty
- On-site or workshop repair
- Excludes 4th party

INPUT

E-CS-146

Notes



Hardware Maintenance Model

- 4 layers
 - Mainframe
 - Mid-range
 - Workstation and server
 - PC
- Volume and value attrition
- Fee rates

E-CS-147

INPUT

Notes

the 1990s, the number of people with a mental health problem has increased by 50% (Mental Health Foundation 1999).

There is a growing awareness of the need to address the needs of people with mental health problems, and the importance of the role of the community. The National Health Service (NHS) has a commitment to the development of community mental health teams, and the Department of Health has published a strategy for mental health care (Department of Health 1999). The strategy states that the NHS should provide a range of services to meet the needs of people with mental health problems, and that the community should play a central role in the provision of these services.

The community mental health team (CMHT) is a key component of the mental health services provided by the NHS. The CMHT is a multi-professional team that provides a range of services to people with mental health problems, including assessment, diagnosis, treatment, and rehabilitation. The CMHT is based in the community, and its members work closely with people with mental health problems and their families and carers.

The CMHT is a multi-professional team, and its members include psychiatrists, psychologists, nurses, social workers, and occupational therapists. The CMHT provides a range of services to people with mental health problems, including assessment, diagnosis, treatment, and rehabilitation. The CMHT is based in the community, and its members work closely with people with mental health problems and their families and carers.

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Environmental Services

- Affect “environment”
- Computer room
- Cabling
- Power, air conditioning, etc.
- Network
- Buildings

E-CS-148

INPUT

Notes

System Software Support

- Retained definition
 - Limits of system software
- Contract and ad-hoc
- Associated activities
 - Problem analysis
 - Software diagnostics

E-CS-149

INPUT

Notes



Education and Training

- Platform or network
- Operations
- User service
- Equipment suppliers

E-CS-150

INPUT

Notes



Professional Services

- Consultancy
- Network administration
- System software evaluation
- Problems management
- Project management
- Configuration/capacity planning

E-CS-151

INPUT

Notes



Business Continuity Services

- Contingency planning
- Disaster recovery
- Back-up for media
- Restart services

E-CS-152

INPUT

Notes

the 1990s, the number of people with a mental health problem has increased in the UK, and the number of people with a mental health problem who are in contact with mental health services has increased (Mental Health Act 1983, 1990, 1994, 1996, 1998, 2003, 2007, 2010).

There is a growing awareness of the need to improve the lives of people with a mental health problem, and the need to improve the lives of people with a mental health problem who are in contact with mental health services. This has led to a number of initiatives, including the Mental Health Act 1983, the Mental Health Act 1990, the Mental Health Act 1994, the Mental Health Act 1996, the Mental Health Act 1998, the Mental Health Act 2003, the Mental Health Act 2007, and the Mental Health Act 2010. These initiatives have led to a number of changes in the way that mental health services are delivered, and the way that people with a mental health problem are treated.

One of the key changes has been the introduction of the Mental Health Act 1983, which gave the government the power to regulate the way that mental health services are delivered. This led to the introduction of the Mental Health Act 1990, which gave the government the power to regulate the way that people with a mental health problem are treated. This led to the introduction of the Mental Health Act 1994, which gave the government the power to regulate the way that people with a mental health problem are treated.

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Revenue Streams

- Customer services
 - Equipment vendors
 - Independent maintenance
 - Resellers/VARs
- Independent software and services vendors
- Non-industry vendors

INPUT

E-CS-153

Notes

Non-Available Market

- Bundled
- User self-service
- Own trends

E-CS-154

INPUT

Notes



1992 Findings

Europe

E-CS-155

INPUT

Notes



Growth Over 1991

- 3% overall
- Ranging from -4% to +17% by sector
- Business continuity best
- Education and training worst

E-CS-156

INPUT

Notes

Growth 1992 to 1997—I

Category	\$ Billion		
	1992	1997	CAGR (%)
Hardware	15.9	17.4	2
Maintenance			
Environmental	7.9	10.2	5
Services			

E-CS-157

INPUT

Notes



Growth 1992 to 1997—II

Category	\$ Billion		
	1992	1997	CAGR (%)
System SW Support	1.9	2.8	8
Educ. and Training	1.3	1.6	4
Professional Servs.	0.8	1.4	11
Business Continuity	0.4	0.9	20

E-CS-158

INPUT

Notes



Growth 1992 to 1997—III

Category	\$ Billion		
	1992	1997	CAGR (%)
Unique Services	23.8	27.6	3
Non-Unique Services	4.4	6.6	8
Total	28.1	34.3	4
Other Services	4.4	7.1	10

E-CS-159

INPUT

Notes

the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million, and the number of people aged 75 and over has increased from 4.5 million to 6.5 million (Office of National Statistics 2000).

There is a growing awareness of the need to address the needs of older people in the community. The Department of Health (1999) has published a strategy for older people, which sets out a vision for the future of older people's services. The strategy is based on the following principles: older people should be able to live independently in their own homes; older people should be able to participate in the community; and older people should be able to access the services they need.

The strategy also sets out a number of objectives for the future of older people's services. These include: to improve the quality of life of older people; to reduce the number of older people who are in care homes; to increase the number of older people who are employed; and to increase the number of older people who are active in the community.

The strategy is a key document for the development of older people's services in the UK. It provides a framework for the development of policies and services for older people. It also provides a basis for the evaluation of older people's services.

The purpose of this paper is to review the literature on the needs of older people in the community. The paper will focus on the needs of older people in the UK. The paper will also review the literature on the development of older people's services in the UK.

The paper is organized as follows. The first section will discuss the needs of older people in the community. The second section will discuss the development of older people's services in the UK. The third section will discuss the evaluation of older people's services. The fourth section will discuss the conclusions of the paper.

The needs of older people in the community are complex and multifaceted. Older people have a wide range of needs, including physical, mental, and social needs. The needs of older people are often different from the needs of younger people. Older people may have more physical health problems, more mental health problems, and more social problems than younger people.

The development of older people's services in the UK has been a long and complex process. There have been many changes in the way that older people's services are provided in the UK. The development of older people's services in the UK has been influenced by a number of factors, including changes in the needs of older people, changes in the resources available to provide older people's services, and changes in the policies and practices for providing older people's services.

1992 Findings

France

E-CS-160

INPUT

Notes



Growth Over 1991

- 2% overall
- Ranging from -6% to +16% by sector
- Business continuity best
- Education and training worst

E-CS-161

INPUT

Notes



Growth 1992 to 1997—I

Category	FF Billion		
	1992	1997	CAGR (%)
Hardware	14.5	15.3	1
Maintenance			
Environmental	6.6	8.4	5
Services			

E-CS-162

INPUT

Notes

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995 (Department of Health 1996).

There is a growing emphasis on the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public sector organisations, and the introduction of new management practices. The aim of these initiatives is to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. The introduction of competition has led to a number of changes in the way that public sector organisations are organised and managed. The restructuring of public sector organisations has led to a number of changes in the way that public sector organisations are organised and managed. The introduction of new management practices has led to a number of changes in the way that public sector organisations are organised and managed.

The aim of this paper is to review the literature on the impact of these initiatives on the efficiency of the public sector. The paper will first review the literature on the impact of competition on the efficiency of the public sector. The paper will then review the literature on the impact of the restructuring of public sector organisations on the efficiency of the public sector. Finally, the paper will review the literature on the impact of new management practices on the efficiency of the public sector.

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Growth 1992 to 1997—II

Category	FF Billion		
	1992	1997	CAGR (%)
System SW Support	1.1	1.3	4
Educ. and Training	1.2	1.5	4
Professional Servs.	0.8	1.3	11
Business Continuity	0.3	0.8	18

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Notes



Growth 1992 to 1997—III

Category	FF Billion		
	1992	1997	CAGR (%)
Unique Services	21.1	23.7	2
Non-Unique Servs.	3.4	4.9	8
Total	24.5	28.6	3
Other Services	3.5	5.4	9

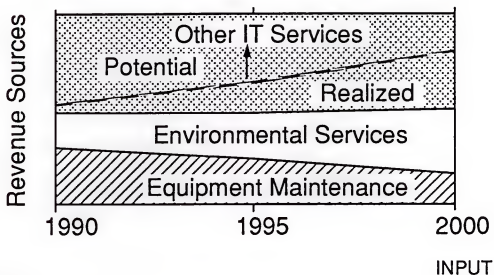
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Notes



IT Customer Services



E-CS-97

Notes



Multivendor Maintenance

France and Europe

E-CS-165

INPUT

Notes



Multivendor Maintenance—France and Europe

Open Systems

- From threat to reality
- Three-year transition
- Services strategy

E-CS-166

INPUT

Notes



Multivendor Maintenance—France and Europe

Redefinition of Multivendor

- TPM → Independent maintenance
- IM absorbed entirely
- Participants
 - IMOs
 - Equipment/system vendors
 - Dealers/distributors/VARs

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Notes



Multivendor Maintenance—France and Europe

Strategy Development

- Reorient perspective
- Transition opportunities
- Strategic options, e.g.
 - Prime contractor
 - Services vendor
 - Subcontract/FPM

E-CS-168

INPUT

Notes



Definition

- Restated as
 - Hardware suppliers' multivendor
 - All independent maintainers'
- Multiservice contract with majority hardware maintenance

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E-CS-169

Notes

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995 (Department of Health 1996).

There is a growing emphasis on the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public sector organisations, and the introduction of new management practices. These initiatives have led to a number of changes in the way that the public sector operates, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector. This is a challenge that is being faced by many public sector organisations, and it is a challenge that is being faced by the public sector as a whole. The public sector is a large and complex organisation, and it is a challenge to improve the efficiency of the public sector. There are a number of ways in which the efficiency of the public sector can be improved, and these ways are being explored by public sector organisations.

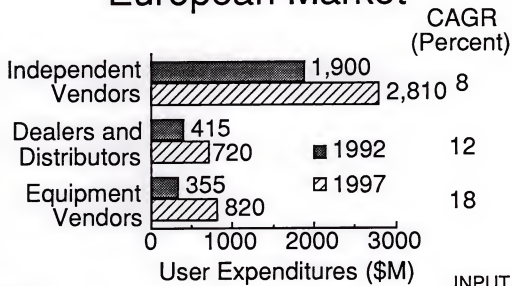
One of the ways in which the efficiency of the public sector can be improved is by introducing competition. This is a way in which the public sector can be made more efficient, and it is a way in which the public sector can be made more accountable. The introduction of competition has led to a number of improvements in the efficiency of the public sector, and it is a way in which the public sector can be made more efficient. The public sector is a large and complex organisation, and it is a challenge to improve the efficiency of the public sector.

Another way in which the efficiency of the public sector can be improved is by restructuring public sector organisations. This is a way in which the public sector can be made more efficient, and it is a way in which the public sector can be made more accountable. The restructuring of public sector organisations has led to a number of improvements in the efficiency of the public sector, and it is a way in which the public sector can be made more efficient. The public sector is a large and complex organisation, and it is a challenge to improve the efficiency of the public sector.

A third way in which the efficiency of the public sector can be improved is by introducing new management practices. This is a way in which the public sector can be made more efficient, and it is a way in which the public sector can be made more accountable. The introduction of new management practices has led to a number of improvements in the efficiency of the public sector, and it is a way in which the public sector can be made more efficient. The public sector is a large and complex organisation, and it is a challenge to improve the efficiency of the public sector.

There are a number of other ways in which the efficiency of the public sector can be improved, and these ways are being explored by public sector organisations. The public sector is a large and complex organisation, and it is a challenge to improve the efficiency of the public sector. There are a number of ways in which the efficiency of the public sector can be improved, and these ways are being explored by public sector organisations.

European Market



E-CS-170

Notes



Multivendor Maintenance—France and Europe

Country Markets—I

Country	\$ Millions		
	1992	1997	CAGR (%)
France	500	680	6
Germany	270	460	11
U.K.	830	1,200	8
Italy	240	390	10

E-CS-171

INPUT

Notes

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995. The public sector has grown from 10% of the economy to 15% of the economy.

There is a growing emphasis on the need to improve the efficiency of the public sector. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of performance targets. The aim of these initiatives is to reduce the cost of public services and to improve the quality of the services provided. The public sector is a major employer in the UK, and it is important that it is able to attract and retain the best talent. This requires a number of measures, including the introduction of flexible working arrangements, the provision of training and development opportunities, and the introduction of performance-related pay.

The public sector is also facing a number of challenges, including the need to reduce the cost of public services, the need to improve the quality of the services provided, and the need to attract and retain the best talent. These challenges are being met by a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of performance targets. The public sector is a major employer in the UK, and it is important that it is able to attract and retain the best talent. This requires a number of measures, including the introduction of flexible working arrangements, the provision of training and development opportunities, and the introduction of performance-related pay.

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Multivendor Maintenance—France and Europe

Country Markets—II

Country	\$ Millions		
	1992	1997	CAGR (%)
Sweden	80	105	6
Netherlands	180	320	12
Belgium	90	145	12
Rest	490	1,050	16

E-CS-172

INPUT

Notes

the 1990s, the number of people with a mental health problem has increased by 50% (Mental Health Act 1983, 1990).

There is a growing awareness of the need to improve the lives of people with mental health problems. The Department of Health (1999) has set out a vision of a new mental health system, which will be based on the following principles: (1) people with mental health problems should be treated as individuals, with their own needs and wishes; (2) people should be given the opportunity to participate in decisions about their care; (3) people should be given the opportunity to live in their own homes and communities; (4) people should be given the opportunity to work and study; (5) people should be given the opportunity to take part in the life of their community.

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Multivendor Maintenance—France and Europe

1991 Top Suppliers—I

	Share
Granada	10
Olivetti	9
Thomainfor	8
Digital	4
Sorbus	4

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Notes



Multivendor Maintenance—France and Europe

1991 Top Suppliers—I

	Share
Getronics	4
Nexor/Telub	2
ACT Support	2
NCR	1
Computeraid	1

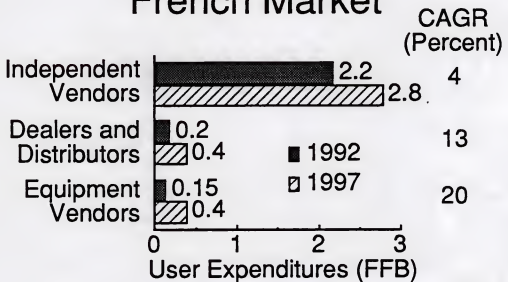
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Notes



French Market



E-CS-175

Notes

9/30/92



Independent Suppliers 1991—France

Vendor	Share (%)
Thomainfor	40
TASQ	7
Granada	6
Sorbus	4
ITI	3

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Notes



Leading Equipment Suppliers 1991—France

Vendor	Share (%)
Olivetti	6
Digital	2
NCR	1
Bull	1
H-P	<1

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Notes

the 1990s, the number of people with a mental health problem has increased in the UK, and the number of people with a mental health problem who are in contact with mental health services has increased. The number of people with a mental health problem who are in contact with mental health services has increased from 1.1 million in 1990 to 1.5 million in 2000 (Mental Health Act 1983, 1990, 1993, 1996, 1999, 2003, 2006, 2009, 2012, 2015, 2018, 2021, 2024, 2027, 2030, 2033, 2036, 2039, 2042, 2045, 2048, 2051, 2054, 2057, 2060, 2063, 2066, 2069, 2072, 2075, 2078, 2081, 2084, 2087, 2090, 2093, 2096, 2099, 2102, 2105, 2108, 2111, 2114, 2117, 2120, 2123, 2126, 2129, 2132, 2135, 2138, 2141, 2144, 2147, 2150, 2153, 2156, 2159, 2162, 2165, 2168, 2171, 2174, 2177, 2180, 2183, 2186, 2189, 2192, 2195, 2198, 2201, 2204, 2207, 2210, 2213, 2216, 2219, 2222, 2225, 2228, 2231, 2234, 2237, 2240, 2243, 2246, 2249, 2252, 2255, 2258, 2261, 2264, 2267, 2270, 2273, 2276, 2279, 2282, 2285, 2288, 2291, 2294, 2297, 2300, 2303, 2306, 2309, 2312, 2315, 2318, 2321, 2324, 2327, 2330, 2333, 2336, 2339, 2342, 2345, 2348, 2351, 2354, 2357, 2360, 2363, 2366, 2369, 2372, 2375, 2378, 2381, 2384, 2387, 2390, 2393, 2396, 2399, 2402, 2405, 2408, 2411, 2414, 2417, 2420, 2423, 2426, 2429, 2432, 2435, 2438, 2441, 2444, 2447, 2450, 2453, 2456, 2459, 2462, 2465, 2468, 2471, 2474, 2477, 2480, 2483, 2486, 2489, 2492, 2495, 2498, 2501, 2504, 2507, 2510, 2513, 2516, 2519, 2522, 2525, 2528, 2531, 2534, 2537, 2540, 2543, 2546, 2549, 2552, 2555, 2558, 2561, 2564, 2567, 2570, 2573, 2576, 2579, 2582, 2585, 2588, 2591, 2594, 2597, 2600, 2603, 2606, 2609, 2612, 2615, 2618, 2621, 2624, 2627, 2630, 2633, 2636, 2639, 2642, 2645, 2648, 2651, 2654, 2657, 2660, 2663, 2666, 2669, 2672, 2675, 2678, 2681, 2684, 2687, 2690, 2693, 2696, 2699, 2702, 2705, 2708, 2711, 2714, 2717, 2720, 2723, 2726, 2729, 2732, 2735, 2738, 2741, 2744, 2747, 2750, 2753, 2756, 2759, 2762, 2765, 2768, 2771, 2774, 2777, 2780, 2783, 2786, 2789, 2792, 2795, 2798, 2801, 2804, 2807, 2810, 2813, 2816, 2819, 2822, 2825, 2828, 2831, 2834, 2837, 2840, 2843, 2846, 2849, 2852, 2855, 2858, 2861, 2864, 2867, 2870, 2873, 2876, 2879, 2882, 2885, 2888, 2891, 2894, 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- IMO's diversify to networking
- Downsizing
- Dealers weaken
- Partnering

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